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NIC 02293-84

11 April 1984

## MEMORANDUM FOR THE RECORD

SUBJECT: Highlights of Meeting on NIE 11-12 Post-Mortem and Follow-on

1. Meeting was held as scheduled on 16 March 1984. Agenda and attendance list are attached. Unfortunately, the following persons were unable to attend:

a. [ ] principal drafter of NIE 11-12-83 whose perspective is critical to developing the concept and terms of reference for the follow-on Estimate. 25X1

b. Bert Smith, Army representative had visited with Julian Nall and [ ] on 15 March and had expressed general agreement with and support for our planned approach. 25X1

c. Max Koontz, Navy representative met with [ ] later in the day and discussed the meeting. His comments are included in the meeting summary. 25X1

2. A short summary of analytical and data gaps identified in NIE 11-12-83 and a preliminary schedule for the follow-on Estimate were distributed (attached).

3. The tone of the meeting was very positive. Without exception, comments addressed what might be done to produce a better follow-on Estimate and little time was spent on recriminations over the last Estimate.

4. TTAC was represented and it was recognized that their support for and participation in the follow-on is essential if the significant technology transfer analytical gaps in NIE 11-12-83 are to be ameliorated in the follow-on.

5. Julian Nall reviewed the results of discussions he has had with consumers of the Estimate with regard to gaps and critical technologies. Julian mentioned the "DeLauer memorandum" which contained favorable comments on NIE 11-12-83 and recommendations for the follow-on which we will pursue (attached). He also mentioned his wish to expand R&D support and his plans to form an advisory group at the outset (rather than at the end) of the NIE process. Plans to shorten the time to prepare the Follow-on Estimate, to reduce its volume, and to divide the support analytical effort throughout the Community were described.

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## 6. The following summarizes the major points of discussion:

a. Follow-on planning must integrate the Estimate production with on-going analysis to the maximum extent possible [redacted] Integration appears feasible since both current DDI and STIC production plans reflect, closely NIE 11-12-83 gaps [redacted] The level of preparation is extremely important, however; what is doable and who is going to do it must be decided at an early stage [redacted] The need for greater SOVA involvement was noted [redacted] The importance of early planning was emphasized in light of the heavy NIE preparation load in the second half of 1984 and the need to coordinate 11-12 with other Estimates, especially NIE 11-3/8 [redacted] Using gaps as working agenda and generating collection and analysis initiatives for each was recommended [redacted]. The need for a detailed firm and early TOR was stressed [redacted]. It was noted that response to the TOR would likely be passive unless there were formal tasking, deadlines, etc. associated with it [redacted]. DIA was "refocussing" production priorities now and early decisions on concentration areas for the follow-on could be accommodated in their planning [redacted] Increased reliance on Service S&T Centers was suggested [redacted]

b. Divergence of annexes C and D was pointed out as a problem needing to be solved in the follow-on [redacted] Several factors were noted as contributing to the divergence: technologists are not generally knowledgeable of systems requirements [redacted] even when considering technologies in a systems context, technologists understood current rather than future developments [redacted] effective communications between technologists and systems analysts was lacking [redacted] Winnowing technologies through a systems filter during the planning process was offered as an approach to bring the areas into convergence [redacted] While needing to limit the number of technologies considered: SDI, AI and Stealth must be addressed [redacted]

c. The scope of the Estimate needs to be clarified (e.g., should the Estimate address the kinds of systems the Soviets would develop in the future?) Also, WSSIC support was recommended in defining future Soviet military requirements [redacted] Other comments made concerning improved scoping and definition for the follow-on Estimate included:

- A conceptual framework was needed for addressing "technology surprise" [redacted]
- Quantitative approaches needed to assess technology developments [redacted]
- Parametric forecasts and quantifying technology thresholds should be considered [redacted]
- Developing measures-of-effectiveness for technology and addressing questions of "success" were recommended [redacted]
- Need to assess Soviet vulnerabilities [redacted]

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- Need to investigate nature of potential Soviet responses to Western military technology developments [redacted] 25X1
- Guard against establishing different technical bases for different applications of similar technologies [redacted] 25X1
- Ad hoc studies on system/technology linkages, role and impact of technology transfer and the efficacy of the R&D process were recommended as precursors to drafting the follow-on

d. Unevenness of contributions to NIE 11-12-83 (both quantity and quality) was discussed. The possibility of making greater use of working (instead of coordinated) papers in drafting the follow-on Estimate was raised.

e. [redacted], SOVA, volunteered help with the ad hoc study on role of R&D process in Soviet military technology and provided list (attached) of newly initiated analysis likely to yield results of value to the follow-on. 25X1

7. The meeting revealed a general consensus on the approach to the follow-on Estimate indicating no further post mortem discussions are needed.

[redacted] 25X1

Associate NIO for S&T

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RESEARCH AND  
ENGINEERING

(SAA)

23 JAN 1984

Honorable William Casey  
Director  
Central Intelligence  
Washington, D. C. 20505

Dear Bill:

I've reviewed the second issue of the National Intelligence Estimate (NIE 11-12-83), "Prospects for Soviet Military Technology and R&D (U)," which your staff prepared at my request. It is an excellent follow-up to the initial 1980 effort. [redacted] and Julian Nall briefed me on the summary and key judgments of the estimate in late December, and Julian mentioned that he is already planning for the follow-on estimate. I know that many people in the Intelligence Community worked hard to make this effort successful. They deserve to be complimented on an important job well done.

25X1

Because I was the original sponsor of this estimate, Julian suggested that my views on the follow-on effort might be helpful in planning the 1985 effort. I have included them in the attached page. I will be happy to help in any way I can to provide DoD expertise in support of NIE 11-12.

Thank you for your excellent effort. Please express my appreciation to the intelligence people who made this such a valuable product.

Sincerely,

Attachment (C)

cc: Director, DIA

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EXEC  
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